



International Journal of Institutional Leadership, Policy and Management  
Volume 6, Issue 1, pp. 82-93, 2024.

ISSN: 2735-9220

[www.ijilpm.com.ng](http://www.ijilpm.com.ng)



# SUSTAINING ORGANIZATIONAL AND INSTITUTIONAL SUCCESS IN NIGERIA: THE SIGNIFICANCE OF RELATIONSHIP BUILDING AND CONFLICT RESOLUTION

**Mary Oyinkepreye BIAYEIBO**

University of Africa

Faculty of Arts and Education

Toru-Orua, Bayelsa State

[obiayeibo@yahoo.com](mailto:obiayeibo@yahoo.com), [biayeibomary@gmail.com](mailto:biayeibomary@gmail.com)

---

## ABSTRACT

Relationship is an instrument for achieving organizational or institutional goals. Whenever there is a smash of relationship it leads to workplace conflict. Thus, stale relationship is detrimental to organizations or institutions. Conflict can be constructive when it is properly handled on the contrary when not properly taken care of, it could be destructive causing physical, social and psychological problems on line and staff and hauling down the reputation of organizations and institutions backward. Hence, this paper investigated the concept of relationship in organizations or institutions, causes of conflict in organizations or institutions and relationship and conflict management in organizations and institutions. It was suggested among others that there should be good communication that strengthens relationship and lessen conflict, management should possess good technical and human skills and the whole organizations or institutions reorganized to make employee feel they have an investment in it.

**Keywords:** Relationship, Success, Conflict, Resolution, Management, Organizations, Institutions.

Reference to this paper should be made as follows:

Biayeibo, M. O. (2024). Sustaining organizational and institutional success in Nigeria: the significance of relationship building and conflict resolution. *International Journal of Institutional Leadership, Policy and Management*, 6(1), 82-93.

---

Copyright © IJILPM 2024.

## INTRODUCTION

An organization is a collection or group of people who are involved in planned activities to achieve specific goals based on specific principles. An organization is an entity such as a company, institution or an association. It involves laying a solid foundation for the execution of planned activities based on a specific and relevant principle with a view to achieve set goals (Alutu, 2017). Allen (2018) defined organization as a process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing people to work most effectively together in accomplishing objectives. Hence, it is a network of human

beings working together. Based on the definitions, it can be said that organization is an instrument for the achievement of organizational goals. This is reason the Robbin and Judge (2009) agreed that organization is a consciously coordinated social unit composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals. Furthermore, based on this definition, manufacturing and service firms are organization, and so are schools, hospital, churches, military units, local and federal government agencies.

Every organization or institution is found on a structure known as organizational structure or organogram. It is the arrangement of personnel into different departments on the basis of competencies for effective discharge of responsibilities. Work in an organization or institution cannot be overemphasized. The work force is divided into two major groups:

- **Employer/Management:** These are the topmost or principal staff. Employer or management is also referred to as line staff. They are responsible for making decision for organizations or institutions for the achievement of organizational or institutional goals. Line staff executes the key functions such as policy making and setting of target. Line staff performs the major functions of the organization or institution that relates to the achievement of goals (Alutu, 2017). Hence, it is the line staff that has formal authority in the organizations or institutions.
- **Employees:** The employees are the staff who perform their functions according to departments, but do not have power over the line staff. The employees are the staff and employees who provide support and auxiliary services to the line staff.

The organizations or institutions depend on management to function properly. Management is commonly defined as a process that involves planning, organizing, coordinating, leading, directing, motivation and evaluation. Management as a process requires intelligent application of knowledge and skills to organizational activities with true commitment to its ideal i.e. it must add values (Ijaiya, 2012). Therefore it means that management is the key to sustainable organization or institution. Thus, effective management of organizations or institutions lies squarely in the hands of leaders, managers and administrators.

For managers (management) to lead organizations or institutions they must build therapeutic relationship with employees. Relationship is a hallmark for effective management of organizations or institutions. Hence, for any organization or institution to thrive there is need for good relationship between management and employee or groups or team members. Good relationship between both parties strengthens organizations and serves as an accelerator that help unites organizations or institutions. When this happen the employees have satisfaction that would boost their performance and management would achieve the desired goals of organizations or institutions. When an organization hires or employs an employee there is a connection that is expected to be between the employer (management) and the employee. What is expected to exist between them is relationship. In a general sense, the term relationship can be referred to the nature of connection between two or more concepts, objects, or people. However, in the context of this paper, the term is expressly about the connection between people. Furthermore, the state of connectedness between two or more people which dictates the manner in which they interact, communicate, and behave with each other in pursuit of a shared organizational purpose is termed relationship (Business Relationship Management Institute, 2023).

Relationship plays a cardinal role in the management of organizations or institutions. Hence, it is the core or heart of organizations or institutions. It lays a foundation for employees'

motivation that speed up effectiveness, efficiency and productivity in organizations and serves as a pivot for effective performance in organizations and institutions. When there is cordial relationship, it lessens conflict thereby resulting to peace in organizations or institutions. It leads to honesty, sincerity, trust, truthfulness, cooperation and willingness for employees to perform their responsibilities without coerciveness. It should be noted that there must be good relationship before personnel can work amicably for effective and efficient discharge of their duties. When there is no good relationship established in organizations or institutions it leads to conflict.

Conflict in organizations or institutions is a situation where there is disagreement based on employees conflicting interests, and opinions between management and employees in terms of operation. According to Surbhi (2017), organizational conflict or otherwise known as workplace conflict is described as a state of disagreement or misunderstanding, resulting from the actual or perceived dissent of needs, beliefs, resources and relationship between the members of the organization. Naturally, wherever people exist there is bound to be conflict as they interact with one another. The organizations or institutions are made up of people from different background, interests, and belief systems and they need working together. Hence, conflict must erupt in organizations or institutions when there is difference of opinion. At workplaces, whenever two or more persons interact conflict occurs when opinions with respect to any task or decision are in contraction. Therefore, it means that organizational or institutional conflicts takes place as a result of human interactions. Surbhi (2017) concluded that conflict is an inseparable part of human live. Conflict is natural and exists with humans in any organization or institution.

According to Herrity (2023), organizational conflict is an internal misunderstanding or disagreements that occur between colleagues or leaders. These kinds of disagreement can lead to cohesion and collaboration in workplace. More so, employees cannot get along with each other and this can be challenging in order to get everyone aligned with the organization goals. Sometimes conflict in organizations or institutions does not mean disaster because when the conflict is resolve amicably it can lead to effectiveness and efficiency of job performance. Robins and Judge (2009) reiterated that conflict is a natural occurrence that is inevitable and cannot be eliminated, and also there are even times when conflict may benefit a group's performance.

Critically observing conflict, it can be constructive and also destructive. Either way, conflict when adequately managed can bring about constructive change in an organizations or institutions. Management of conflict as suggested by Omisore and Abiodun (2014) has potentials positive growth and can be seen as:

- Conflict is natural;
- Conflict is good and necessary; and
- Most conflicts are based on real difference

Moreover, these suggestions indicated that conflict is good and necessary because it can stimulate innovative thinking when it is properly managed and on the contrary when conflict is not resolved it can be destructive leading to employee turnover and resigning from an organizations or institutions. Managing conflict will demand good relationship between line and staff, and staff and staff. It is against this background the researcher examined 'sustaining organizational and institutional success in Nigeria: the significance of relationship building and conflict resolution'.

## **Concept of Organizational Institutional Relationship**

Relationship is the nexus that exist between people in a group. It defines the way the people interact or communicate and work together to achieve a common goal. Relationship is a state of connectedness between two or more people which dictates the manner in which they interact, communicate, and behave with each other in pursuit of a shared organizational purpose (Business Relationship Institute, 2023). Moreover, relationship in organizations or institutions is the way in which individuals or groups communicate with one another in a professional setting. Relationship can exist between colleagues, employees and managers, departments or teams and between organization and external stakeholders. According to Amele (2019) relationship is the conjoining and formation of a group accountable to each other for a mutual purpose of accomplishing an external task entrusted to them by their organization or institution.

The type of relationship in organizations or institutions can be employee relationship. Employee relationship refers to an organization efforts to create and maintain a positive relationship with its employees. By maintaining positive, constructive employee relationship, organizations hope to keep employees loyal and more engaged in their work (Amele, 2019). More so, employee employer relationship refers to relationship between employees and employers including formal, social and psychological relationships in a form of the employer's expectations about specific contributions from employees and the inducements offered to affect their contributions (Cho et al., 2020; Cheta-Maclean & Tobins, 2023). Relationship can also exist between co-workers, teams and departments. Workplace relationships are unique interpersonal relationships with important implications for the individuals in the relationships and the organizations or institutions in which the relationship exist and develop (Cheta-Maclean, 2023). Moreover, co-workers relationship refers to the professional interactions and connections employees have with each-others in a workplace setting. These relationships interest are related to the job and can range from formal to informal.

Relationship influences the attitude and behaviour of personnel in organizations or institutions. Workers interact with each other formally, informally, officially and socially. This can lead to love, hate, respect, disrespect, fear, insecurity, anxiety among each other. When there are discrepancies among workers it can lead to conflict which will affect organizational or institutional growth. Hence, organizational relationship is significantly related to organizational or institutional output. This forms the basis for organizational or institutional growth and development or destruction. This is why it can be said that relationship breeds conflict or conflict is found on relationship.

## **Concept of Conflict in Organizations or Institutions**

Conflict does not occur in a vacuum. It is found on relationship. It is the type of relationship that exists in organizations or institutions that brings about conflict as line and staff work together to achieve its goals. Conflict is always related to relationships. It is a part of relationships within the organization between two or more individuals and group. Whenever people work collectively, conflict is likely to occur (Titov et al., 2018). Organizational conflict is disagreement and misunderstanding that takes place inside organizations or institutions between employer (management) and employees, employees and employee. When there is disagreement it affects the effectiveness of staff operations. According to Herrity (2023) organizational conflicts is an internal misunderstanding or disagreement that occur between colleagues or leader. This kind of

disagreements can lead to lack of cohesion and collaborations in organizations. Conflict is an episodic activity taking place in organizations and institutions. It leads to break in organizations or institutions equilibrium, causing a disequilibrium state that disrupts the organizations or institutions status quo. Hence it must be managed for organizations or institutions to move forward. Although, looking critically it would be discovered that equilibrium state in organizations or institutions is difficult to come by because as one conflict is resolved another erupts. Titov et al. (2018) argued that conflict as a research tool allowed us to see the status of organizations in general, as well as the problems, which occur as a result of rapid development and variance between people. In addition, from conflict theory, conflict can be constructive (where the solution of the conflict stimulates positive change in the organizations or institutions) or destructive (which is detrimental effect, hindering organizational development and frequently resulting in a loss of control) (Kumar & Stern, 2011).

### **Sources of Conflict in Organizations or Institutions**

Organizational conflict can arise from multifaceted factors as human work together in organizations and institutions. The factors that lead to conflict may also depend on the organization and its work culture. Some of the sources include:

**Breakdown in Communication Flow:** Human life is based on relationship and there cannot be any relationship outside communication. Communication is what sustains relationship. Organizations or institutions are a social system; therefore communication flow is paramount to keep it alive. Organizational communication lays the keystone to every organization, for upbringing and grooming the environment of that organization (Cheta-Maclean, 2023). Communication is defined by Griffin (2007) as a social process in which two or more parties exchange information and share meaning. Idowu and Esere (2007) gave another definition that communication is the production and exchange of information and meanings by use of signs and symbols. It involves encoding and decoding them and synthesizing information and meaning. It is a two-way process because it involves sending a message, the receiver analyzes the message to understand it before a response or feedback is sent to the sender. Communication in organization and institution can take various forms such as face-to-face conversation, memos, phone calls, emails, video conferencing, WhatsApp, telegram and others. When there is a breakdown in communication or the communication sent is not understood or does not get to receiver to utilize it at the right time it can lead to misunderstanding and misinterpretation which in turn cause conflict in organizations and institutions. Misunderstanding can lead to feelings of frustration, anger and resentment which can escalate conflict. Thus, conflicts arise in organizations when there is disruption or barrier to flow of communication.

**Favouritism:** Favouritism is an act of preference given to an individual or group. Favouritism in organizations or institutions can create conflict that can affect it negatively. When a manager or management favours an employee or group of employees it can lead to toxic workplace environment. The individual or group favoured will be high-minded while the others will become resentful. These can destroy the morale and input to work. According to YoursApp (2022), there are many reasons why a manager or leader might show favouritism but it always leads to tension and conflict among employees. Those who feel they are treated unfairly may become resentful, while those who receive special treatment may begin to feel entitled.

Sometimes one is favoured because of his/her attraction by management and not because of special skill possess over others in the same category. A 2005 Harvard study showed that employers were prepared to give attractive candidates 10.5% higher salaries than other employees. More so, these bases are unconscious, meaning that we genuinely believe an attractive person is more competent regardless of their actual skills (YoursApp, 2022).

**Sexual Harassment:** Sexual harassment is making sexual advancement that is unwelcomed by another person. This can take place anywhere, at home, institutions or organizations. Owuamanam and Owuamanam (2004) defined sexual harassment as a request or demand for sexual intercourse, repeated non-reciprocated proposition for dates to persons whom you are not in a position to freely agree to their proposition. Akinade (2005) also defined it as unacceptable concept that involves an aggression against another person's body or psyche, using sex as a weapon. Based on the type of relationship that exist in our institutions or organizations there would be some level of exhibition of sexual harassment behaviour. It is clear that sexual harassment is worldwide and common experiences in institutions and organizations. It can be done between managers, manager and employees, and employees. It can lead to conflict in workplace or institutions. Isa (2015) attested that sexual harassment causes conflict in organization if there is no proper code of conduct in workplace.

Sexual harassment behaviour can impact on the individual wellbeing that in turn affects the organization or institution. Harassing behaviour negatively impact individual wellbeing. Well documented workplace effects of sexual harassment include reduced job satisfaction, organizational commitment, and productivity, and increase job stress, turnover, withdrawal, and conflict (Siuta & Bergman, 2019). Moreover, it negatively affects target's psychological and physical wellbeing, including increase Post Traumatic Stress Disorder (PTSD), depression, and anxiety symptoms, emotional exhaustion, headaches, sleep problems, gastric distress, and upper respiratory problems. All of these effects result to decrement for the target of the organizations or institutions. Still on sexual harassment, Ololube (2019) stated that when romance is in the air in an organization, an employer may be faced with group, lovers' quarrels and distracted employees. Even worse this may lead to sexual retaliation, favouritism and workplace violence.

**Personality Clashes:** Personality can be described as the characteristic patterns of individual thoughts, feelings, and behaviour that make him unique. In fact it is what make you, you. Personality originates within an individual. It is what causes behaviour to happen. Hence, it is seen in people's attitude, values and goals. When individual's attitudes, values and goals are not compatible with others in organizations or institutions, conflict can erupt. Every member of an organization or institution possesses different personality which plays a crucial role in conflict. Conflicts at workplace are often caused by interpersonal issues between the members of the organization (Surbhi, 2017). Personality clashes in organizations or institutions are inevitable due to diversity of personalities among staff. According to Rose (2021), personality conflicts in workplace are commonly unavoidable when you consider the diversity of personalities on your staff.

**Poor Management:** Poor management is detrimental to almost all facets of life. It entails the inability of manager or management to influence employees to achieve organizational goals. Poor management can lead to conflict when managers or management is not perfect, when they do not see employees as their number one asset and give them the needed support. This can lead

to frustration and lack of trust. It is very easy for employees to become frustrated, lacking in trust, and then start to turn on one another when they do not feel that they are supported in the work they do at their desk (Calibre, 2020). Buttressing this point, Tetteh and Tetteh (2023) observed that conflict is common in organizations because managers and line workers rarely concur on the rules governing the organization. Instead of seeing one another as partners working toward a shared goal, as it should be in the organization, they see one another as adversaries.

**Competition:** Competition in organization or institution is a situation in which individuals or groups are striving for same resources. Striving can be for fund, promotion, prestige or recognition by management or departmental heads. Competition is rivalry between two groups or two individuals over an outcome that both seek. In a competition, there is a winner and a loser. The loser might not be happy and may want to block the winner (Harappa Education, 2021). Competition can lead to tension and conflict in the organization. According to Harappa, competition is the most common cause of team conflicts. Every person wants to be recognized and appreciated for their work, this lead to merciless competition and conflicts at the end.

When there is competition it can be destructive, teams lose focus on goals. Wining eclipses any other goals of the group, judgment gets distorted, a lack of cooperation and losing members, lack motivation to continue participation (Course Sideback, n.d).

**Time Constraint:** Time constraint is the time given to get task done. Sometimes the time given will be a short notice. When this happens, employees become stress up thinking of how to accomplished task at the expected time schedule. There can be pressure to complete tasks or meet the deadlines within a limited period. When appropriate time is not given for task completion it can negatively impact on organizations or institutions. It can lead to stress on employee and task done haphazardly. Deadlines are necessary to meet targets, but too much pressure is counterproductive. Time constraints often turn into causes of workplace conflict. Unreasonable deadlines lead to stress and unhappiness (Harappa Education, 2021). Again Loewen (2023) posited that workplace conflict can occur when coworkers are not aware of the steps involved and the time others need to complete their portion of a task or project.

**Status Problem:** Status is the social ranking an individual possess in organizations or institutions. Status is based on knowledge and position of employee. When this social ranking is threatened, it can lead to conflict. When a person's status is not respected by team members, the person feels debased and the other person feels arrogant and disrespectful and both parties will be at loggerhead in the team. Conflict also occurs due to not being given the requisite status in the organizational structure. Thus, it becomes a status and ego problem of the personnel (Shila, n. d).

Managers can go on and off several times without been questioned but employee cannot do that except they are given appropriate approval to be absent with cogent reason. Some employee can be affected by this scenario. The status of managers gives him the prerogative to take personal time off during workdays to run errands, and so forth, whereas non managerial personnel do not. Consider the effects this can have on the non managers' view of organizational or institutional policies and fairness (Openstax, 2019).

**Poor Workplace Relationship:** When there is no cordial relationship between workers in workplace it will be difficult to carry out task amicably. If workers relationship is stale it can lead to conflict. Poor workplace relationship can take place between managers, heads of departments, teams and co-workers. It can appear as frequent or excessive disagreements or rude comments either from one person to another or between (Worksafe, 2022). In combination with other psychological hazards at work, it can harm the people involved and those who witness the behaviour. In workplace employee are supposed to take care of their health and safety and that of others who their actions can affect.

### **Relationship and Conflict Management for Sustaining Organization and Institution**

Organizations or institutions are confronted with diverse conflict so dealing with it is crucial to organizational and institutional sustainability. Relationship engenders conflict, therefore for organizations or institutions to strive for the best, there is the need for relationship and conflict management. Management conflict in organizations is the process of resolving disagreement between individuals or groups. Conflict management is the mechanism by which organizations and individuals resolve disputes or differences in order to find a common ground that allows for resolution, consensus, and genuine decision – making involvement (Olukayode, 2015). Some of the management strategies that would work:

**Communication in Organization or Institution:** Workplace life is based on relationships and conflicts. The sustainability of relationship in organizations or institutions is communication; this means actions of activities in the organization cannot be done outside communication. The existence of organizations is hinge on communication, without which organizational goals cannot be achieved. Communication is the life wire of organizations or institutions, more importantly for the management of relationship. It is of great significance for the management to encourage open and honest communication system in the workplace between conflicting parties to identify the root causes of the conflict and find common ground. When there is good communication flow it strengthens relationship and decreases conflict in organizations. Weingart et al. (2007) agreed that organizations that improved the performance overtime had good communication strategy in place, while those that decreased performances over time were more specific and focused on addressing negative conflicts reactions rather than on conflict management expertise through communication.

Omoregie (2015) communication from the sender to the receiver should be clear and understood by the receiver, hence managers or management can improve communication by the following ways:

- Be message focused;
- Share common experience with symbols expressed;
- Use of jargon should only be on familiar ground;
- Used selective attention and values judgment (p. 20).
- The sender should be receiver-oriented, while the receiver be source – oriented

To improve communication manager must strengthen trust and connectedness across employees by recognizing the individuals natures and circumstances of staff, by so doing they build-up



rapport with staff and establish trust and confidence. Listening to staff is very crucial because staff will not want to be open to people with poor listening skills.

**Organizational Trust:** Trust is very important in sustaining relationship that strengthens organizations and institutions. Trust can be defined as a psychological condition in which one party holds a positive attitude towards the other party about their relationships and/or the expectation of the outcomes of such relationships, leadership style, work activities as well as organization itself (Solaja, 2018). Organizational level trust can be described as a situation where employee and employers operates with strong feeling, confidence or belief that there are one party and that none of them will exploit the vulnerabilities or weakness of the other in meeting organizational or institutional goals or to work against each other interest in work places (Cheta-Maclean, 2023). Trust elevates cooperation between employee and employers and co-workers. Therefore, trust is an indispensable tool that can sustain employee-employer relationship and organizational or institutional effectiveness.

With trust on both sides, personnel feel secured and they will share their ideas while working for the common good of the organizations or institutions. More so, organizational trust can protect employees' participation, co-ordination, delegation and supervision of responsibility in organizations or institutions. It breeds employees' transparency and accountability to management of the organization (Solaja, 2018). In the same vein, it facilitates maintenance of good organizational relationship and interpersonal relationship and harmonious co-existence in organizations or institutions.

Trust is very important in an organization or institution but when it is broken it leads to conflict. Hence, it is imperative to restore the broken relationship. Conflict management becomes central which managers must be concerned about. The premise on which conflict management is tied to relationship in institutions and organizations is the building and rebuilding of trust. It begins with enshrining a model of discipline which communicates the source of good relationship expected in the organization (Amele, 2019).

**Negotiations:** Negotiation is a discussion held between conflicting people intending to bring about an agreement. Negotiation can be defined as a give-an-take decision making process involving interdependent parties with different preferences (Nwobodo & Zimmerman, 2020). Negotiations are very crucial parts of relationship and conflict management in organizational setting. When negotiations are employed, organizations can effectively manage conflicts and strengthen relationship. Negotiations can be carried out through active listening, clear and respectful communication, a focused on interest rather than positions, flexibility and creativity in finding solutions, and a willingness to compromise (ChatGPT, n.d). It is also important to approach negotiation with a positive and open mind-set, and to be willing to consider different perspectives and solutions.

**Supportive Relationship:** Supportive relationships and conflict management is key to organizations and institutions sustainability. When management supports employees, they feel they are been valued. This feeling will motivate them to perform task better in the organization. According to ChatGPT (n. d), supportive relationships and effective conflict management are essentials for the success of any organization or institution. When employees feel supported and valued, they are more likely to be satisfied with their work and more motivated to perform their tasks to the best of their abilities. Moreover, it prevents disputes from escalating and negatively

impacting the workplace environment. Management can be supportive in the following ways by creating organizational culture that values respect, trust and open communication. Allowing them to share their opinions and ideas, seek feedback from them regularly, providing training to employees on how to manage conflict and relationship among themselves.

Being supportive is a style of management which regards an organization's workforce as vital to competitiveness. Therefore, this should be a top priority for all members of organizational or institutional management (Giddens, 2009).

**Recognition and Appreciation:** Recognition and Appreciation are two elements that cannot be ruled out in relationship and conflict management. Recognition and appreciation are essential components of relationship and conflict management in organizations and institutions (ChatGPT, n.d). Furthermore, when individuals feel recognized and appreciated for their contributions, they are more likely to feel satisfied and motivated in their work. When this happens it can lead to better relationships between coworkers, as well as a healthy workplace environment.

Again, recognition and appreciation can play an important role of settling conflicts. When individuals feel that their contributions are valued, they work together to find mutual beneficial solutions to conflicts. Managers and management should make deliberate effort to acknowledge and celebrate the contributions of team members at all times. This can take the forms such as providing public recognition or rewards for achievement, expressing gratitude for hard work and dedication, simply listening actively and showing empathy (ChatGPT, n.d). When this is done it will lead to better relationships and successful conflict management that would sustain organizations and institutions.

It is of great concern that relationship and conflict management have to be carried out at their right time with the appropriate approach for sustainability of organizations or institutions. Hence, management must possess human skills that would motivate employees putting in their best that would affect organizations or institutions as a whole.

## **CONCLUSION**

Conflict cannot be eradicated completely from organizations or institutions, because it is part of human life, but could be managed. It therefore, calls for effective relationship building by management to create organizations or institutions sustainability. Conflict management strategies should be adopted by avoiding situations that breed conflicts. When conflict management is not handled decently it can be destructive and when managed properly it will lead to constructive relationship that can strengthen and lead to organizations and institutions sustainability.

## **Suggestions**

The following recommendations were made by the researchers:

- Managers or management at different levels should be taught the basis of organizational behaviour emphasizing relationship and conflict management.
- Managers should guide against actions that will lead to breakdown of relationship that would result to organizational or institutional conflict. They should have it at the back of their mind that relationship does not end after achieving goals because organizations or institutions are continuous process.

- They should possess good communications skills and ensure there is effective communication flow by keeping communication open in organization through the appropriate communication channels. They should ensure that all barriers to effective communication are dealt with and listening skills be applied effectively.
- In addition to technical skills of managers, they should possess human skills that will motivate personnel to have the feeling that they have investment in the organization. They should respect human right.
- Staff should be recognize and appreciated based on open performance not by favouritism, nepotism and attractiveness.

## REFERENCE

- Akinade, E. A (2005). *Dictionary of Guidance and Counseling (Counseling Psychology)*. Ibadan: Olu – Akin Publishers 171.
- Alutu, A. N. (2017). *Theory and Practice of Guidance and Counselling*. Benin City: Mindex Press.
- Allen, L. (2018). Organisation: Meaning, definition, concepts and characteristics. <https://www.yourarticlelibrary.com>.
- Amele, G. O. (2019). Relationship and conflict management in organization and institution. *International Journal of Institutional Leadership, Policy and Management*, 1(2), 336 – 347.
- Bambon, H. R. (2023). Employer Relations. <https://www.bambon.com>
- Business Relationship Management Institution (2023, May 29). <https://brm.institute>relship.c...>
- Calibre Office Furniture (2020, June 25). Why does poor management lead to workplace conflict? <http://www.calibrefurniture.co.uk>.
- Cheta-Maclean, S., & Tobins, G. N. A. (2023). Organizational conflict management and resolution: the role of leaders. *International Journal of Economics, Environmental Development and Society*, 4(3), 286-299.
- Cheta-Maclean, S. (2023). Optimizing organizational success in public universities in Niger Delta region through strategic human resource planning. *International Journal of Scientific Research in Education*, 16(4), 389-418.
- Cho, Y., Zhu, J., & Huang, H. (2020). How does employee-organizational relationship affect work engagement work wellbeing of knowledge-based employees? <https://www.ncbi.nlm.nih.gov>.
- Course Sideback (n.d). Conflict Management. <https://www.coursesidekick.com>c>.
- Dyer, J. H., & Chu, W. (2020). The determinants of trust in supplier automaker relationships in the U. S, Japan, Korea. *Journal of International Business Studies*, 31(2), 285–295.
- GhatGPT (n. d). Open access. <https://poe.com/ChatGPT>.
- Giddens, A. (2008). *Sociology*. 5<sup>th</sup> Edition. U. K : Polity Press.
- Griffin, M. (2007). *Organization Behaviour; Managing People and Organization 8<sup>th</sup> Edition*. Houghton Mifflin.
- Harappa Education (2021). Causes of Conflict in organization; Indicator for organization. <https://harappa.education>sources->
- Herrity, J. (2023). What is organizational conflicts, Causes and steps to manage. <https://www.indeed.com.organisation>.

- Idowu, A. I., & Esere, M. O. (2007). *Communication in Counseling. A Multidimensional Perspective*. Ilorin: **TIM – SAL Riblication**.
- Ijaiya, N. Y. S. (2012). Management that matters; Key to sustainable education. 113 Inaugural Lecture of the University of Ilorin, Ilorin.
- Isa, A. A. (2015). Conflicts in organizations, causes and consequences. *Journal of Educational Policy and Entrepreneurial Research (JEPER)*, 2(11), 154 – 159.
- Kumar, D. G. & Stern, S. H. (2004). Examining the impact of facts in marketing channel relationships. *Journal and Research*, 38, 45 – 61.
- Loewen, W. (2023, July 8). 6 sources of conflict at work; <https://achievecentre.com>>
- Nwobodo, A. E. & Zimmerman, D. (2020). *Managing Conflicts and Negotiating*. Southern University, California: University Press.
- Ololube, N. P. (2019). *Practical guide to human resources management and organizational theory*. Pearl Publishers.
- Olukayode, L. (2015). Impact of workplace conflict management on organizational performance: A case of Nigerian manufacturing firms. *Journal of Management Strategy*, 6(2), 33 – 92.
- Omisore, B., & Abiodun, A. B. (2014). Organizational conflicts. causes and remedies; *International Journal of Academic Research in Economics and Management Sciences*, 3(6), 118–137.
- Omoregie, E. (2015). *Above the Ivory Tower*. Abraka: University of Abraka Press.
- OpenStax (2019). Causes of conflict in organization; Indicator for organization. <https://openstax.org/books/pages->
- Owuanmanam, D. O., & Owuanmanam, T. O. (2004). *Fundamental of Educational Psychology*. Lagos: Bolaboy Publishers.
- Reuters, T. (2022). Romance in the workplace; Risks and solution. <http://legal.thomsonreuters.com/blog>.
- Robbin, S. P., & Judge, T. A (2009). *Organizational Behaviour*. New Jersey; Prentice Hall.
- Rose, V. (2021, June 30). Personality Conflicts in workplace. <https://pollackpeacebuilding.com>.
- Shila, R. (n.d). Causes of conflict in organization; Indicator for organization. <https://www.yourarticlelibrary.com>.
- Solaga, O M. (2018, June 14). Organizational trust as a conflict management tool in contemporary work organizations. <https://www.intechopen.com> > chap...
- Siuta, R. L. & Bergman, M. E. (2019). Sexual Harassment in workplace. <https://doi.org/10.1093/acrefore/9780/50224851.013-191>.
- Surbhi, S. (2017, June 4). Organizational Conflict; <https://www.es.jargons.com/organizational-conflict>...
- Tetteh, D., & Tetteh, G. (2023). Reflections on organization conflicts. *International Journal of Innovative Research and Development*, 25(5), 7–14.
- Titov, E., Virovere, A., & Kuimet (2018). Causes of Conflict in organization; Indicator for organization. <https://intechopen.com/>
- Weingart, I. R., Brett, J. M., Olehalns, M., & Smith, P. L. (2007). Conflicting social motives in negotiating groups. *Journal of Personality and Social Psychology*, 93(6), 994 – 1010.
- WorkSafe.com (2022). Poor workplace relationships including interpersonal conflict. <https://www.worksafe.qld.gov.au>.
- YoursApp (2022). Effects of favouritism in workplace. <https://yoursapp.com>.